

Agency Human Resource Services

AHRS Periodical



Virginia Department of
HUMAN RESOURCE
MANAGEMENT

FOIA Requests

Newspapers and other media outlets with wide circulation in the Commonwealth are requesting the names, position titles, and salaries of all state employees with increasing frequency. Our state FOIA law requires us to release this data. We thought it might be useful to share the type information that we typically include when we respond to these requests.

Data Files

The requested information is generally provided in Excel format. Due to the amount of data, we usually divide the output into two files, one for employees with state salaries over \$40,000 per year and a second for employees with state salaries of \$40,000 or less.

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FOIA Requests

1-2 Numeric Identifier

When requested, we will provide a unique numeric identifier derived from the agency number and the employee's position number in order to distinguish employees who share the same name. We note that this identifier refers to the employee's record in the subject report only and will not correlate to the employee having same numeric identifier in other reports if the same employee is not in the same position number in the same agency in all reports.

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4 Compensation Information

We usually include both state salaries alone and total salaries (which include state salaries, non-state salaries, and special rates) and provide such explanatory information as follows:

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- Base state salary includes funding from state sources as well as federal sources in many cases.
- Non-state funds fall into two main categories. The first includes supplements from sources such as grants, endowments, and other local sources for faculty and staff at the universities. The second is for health department employees in northern Virginia. Localities there are permitted to supplement the state employees' salaries with local funds so that the state employees will be paid amounts comparable to local government employees performing similar work.
- Special rates are usually from state fund sources and are used primarily for permanent assignments to late shifts. They are also paid to Eminent Scholars at the universities. There are also a significant number of employees in the Department of Corrections and the Department of Juvenile Justice who are paid special market adjustments, depending on their work locations.

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Bonuses

When requested, we provide data on one-time bonuses permitted under DHRM [compensation](#) and [recognition](#) policies. We cannot provide employee-specific bonus payment information regarding the performance-driven December 1, 2012 3% bonus authorized by Governor McDonnell and the General Assembly because doing so would disclose confidential performance and disciplinary information contained in the employee's personnel record (personnel records are excluded from the provisions of FOIA under § 2.2-3705.1). We can, however, provide summary statistics regarding the number of employees who received the bonus, the number of employees who were excluded from the bonus, and the average bonus payment. We may also refer to the December 2012 [bonus guidance](#) posted on our web site.

Deferred Compensation

When asked to provide data regarding deferred compensation, we note that, for most employees, any deferred compensation is included in the salaries that we report. That is, employees elect to defer a portion of their take-home pay each pay period. Other provisions for deferred compensation and other types of additional compensation or reimbursement such as car allowances do not fall under DHRM's area of responsibility. Based on the specific information requested, we refer requestors to other sources as appropriate.

Position Titles

We generally include official state Role titles and federal Standard Occupational Classification (SOC) titles. Working titles are not provided because they are optional and a majority of employees don't have them.

Service

Most requestors express "service" as "state service date," to which we respond by providing state begin date. In an effort to avoid misunderstandings about salary compression and alignment, we point out that an employee who was hired relatively recently may have had 20 years of previous experience working in that occupation and that agencies may consider that experience when they negotiate starting salaries. Therefore, a relatively high salary for a relatively new employee does not necessarily mean that salary misalignment is present.

Employees not in DHRM's Data Warehouse

We advise the requestor that not all state employees are included in our data warehouse and provide a list of agencies that are outside the Executive Branch or are considered to be political jurisdictions. We also advise that some of the universities have positions that are funded entirely from endowments or other non-state sources and that they consider to be "local," and that they do not report their salaries to us. We note that, while we encourage all agencies to provide us with employee information through our central system or through file exchange, our authority to require agencies to do so has been limited to agencies that have classified employees—those subject to the Virginia Personnel Act. Requestors need to contact these agencies directly to obtain their employees' salaries.

Please contact your assigned [AHRS consultant](#) if you have questions or concerns.

State Agencies Encouraged to Participate in Telework Week March 4-8, 2013

Virginia is again participating in Telework Week, which will be held this year during the week of March 4-8. This is the third year of this annual public-private partnership initiative that encourages government agencies, businesses, and individuals globally to pledge to telework during a specific one-week period. The event is hosted by [Telework Exchange](#), a public-private partnership focused on demonstrating the tangible value of telework in organizations. In 2012, more than 71,000 people participated in Telework Week, saving \$5,651,890 on commuting costs, gaining back 251,774 hours of lost commute time productivity while refraining from driving 6,413,006 miles.

Encouraging eligible state teleworkers to participate in Telework Week also supports Governor McDonnell's Government Reform & Restructuring Commission's continuing recommendations that state government embrace telework to support increased employee productivity and engagement, business continuity readiness, reduced traffic, and reduced wear and tear on public transportation in the state. Directors of state agencies should strive to encourage eligible agency employees, consistent with their duties and responsibilities, to telework during that week and record their telework [pledge online](#).

Existing state and agency telework policies should guide participation in Telework Week. Employees allowed to telework during this event must be assigned to positions designated as eligible for telework and they must have active telework agreements on file. DHRM's telework policy and resources can be found [here](#).

Telework Week provides a great opportunity for agencies to review positions that are approved for telework and expand telework opportunities where appropriate. If you have questions or would like assistance in expanding telework at your agency, please contact your assigned [AHRS consultant](#).



Statewide Pay Action Summary Report for October — December 2012

Reason	All Actions	Salary Changes	Average % Change
Agency Special Rate	318	317	2.05
Change of Duties Salary	348	348	7.11
Competitive Salary Offer	34	34	11.67
Competitive Voluntary Transfer	513	359	8.83
Disciplinary Demotion	3	3	-9.39
Disciplinary Pay Action	1	1	-11.17
Downward Role Change	15	6	-9.44
End Temp Pay: Acting Status	79	79	-8.78
End Temp Pay: Additional Duties	54	54	-8.49
End Temp Pay: Special Assgnmnt	8	8	-7.81
Field Change	19	16	14.66
Internal Alignment Salary	627	625	7.73
Lateral Role Change	114	38	8.33
New Knowledge/Skills/Abilities	247	247	7.84
Non-Competitive Voluntry Trans	177	39	5.57
Non-Routine	175	175	8.25
Promotion	371	367	15.83
Reassignment	40	1	-9.09
Retention Salary Increase	974	973	6.42
Temp Pay: Additional Duties	75	75	9.30
Temp Pay: Special Assignment	6	6	8.89
Temporary Pay: Acting Status	114	114	9.64
Upward Role Change	190	149	9.01
Voluntary Demotion	38	26	-12.10
Change of Duties Bonus	45	45	4.00
Internal Alignment Bonus	1	1	2.46
New Knowledge/Skills/Abilities	117	117	3.53
Project Bonus Pay Out	1	1	8.97
Recognition Award Leave Hours	2096		
Recognition Award Monetary	1090	1090	0.87
Recognition Award Non-Monetary	130	130	0.33
Referral Bonus Pay Out	17	17	0.75
Retention Bonus	55	55	2.26
Retention Bonus Pay Out	9	9	3.60
Sign-On Additional Leave	13		
Sign-On Bonus Pay-Out	33	33	2.98
Total Actions	8147	5558	5.60

For the fourth quarter, there were 3,833 base salary increases averaging 8.19%; 233 base salary decreases averaging -9.08%; and 1,498 bonus actions, averaging 1.25%.

Workforce Planning and the Periodical's Pay Action Summary data may vary within the same reporting period based on the timing of data runs, agency retraction requests, and the manual review and extraction of erroneous PMIS entries.

This article continues our series geared toward the interests of managers and supervisors. We encourage you to share this article, tailoring it as you need to satisfy your agency's goals and culture.

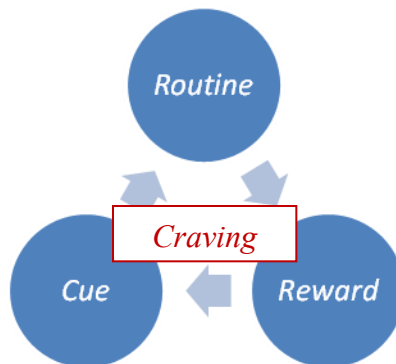
Habits Part 2: Diving a Little Deeper

The Brain Series—Part 4



In our last article, we spoke about how habits can derail our productivity by limiting our ability to initiate change. However, we noted that habits also serve us in positive ways by allowing us to “automatically” act in our environments on a regular basis. Habits can be very beneficial – however, sometimes we may find situations where we want to change or adjust our existing habits.

So, exactly how do we change our existing habits? As noted in our last article, we cannot “erase” habits. We can work to make new habits or to change habits. Below is the “habit cycle” that can help us understand how habits work.



A *Cue* initiates a *Routine* which provides us with a *Reward*. The entire process begins with a neurological *Craving* that we seek to satisfy.

To change a habit, we need to utilize this cycle. First, we need to identify the components of the cycle.

1. Identify the Routine.
2. Experiment with Different Rewards.

On paper, identify 3 things that come to mind that could serve as rewards. As you experiment with these rewards, instead of rewarding yourself immediately, set an alarm for 15 minutes later. Then, ask yourself if the urge is still there.

3. Isolate the Cue. Cues typically fall into one of the following categories:
 - A. Where – location based.
 - B. When – time based.

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- C. How Feel – emotion based.
- D. Who – people based.
- E. What – action based.

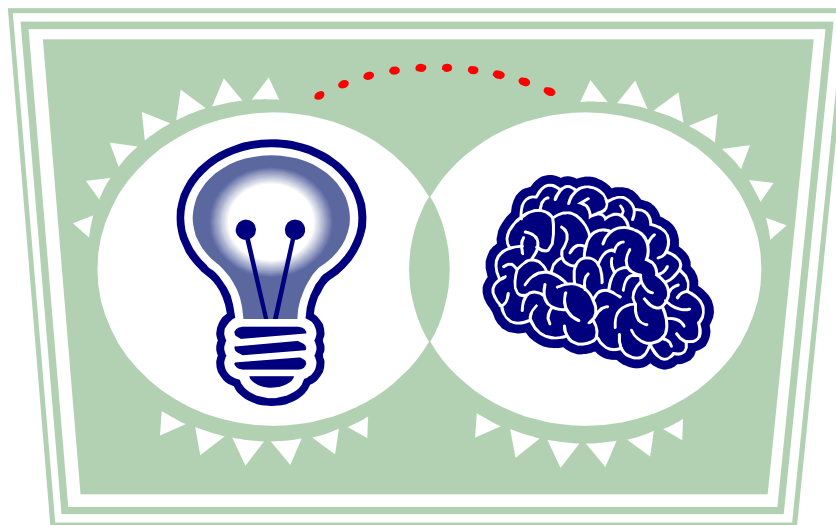
4. Have a Plan – On Paper! (Written plans have higher levels of commitment and success.)

In changing habits, there is one additional component that needs to be considered. Willpower and the belief that one can change are critical to habit-changing success. Without these, changing habits often fails. Another factor that influences success includes not working in isolation. Having the support of others can significantly increase the chances of success.

So, you may be thinking, this is interesting, but what does it have to do with me and/or my work? On an individual level, habits and their impacts are often fairly easy to understand but not always so easy to change. However, organizations have habits too. These organizational habits play critical roles in everything from basic operations to organizational relationships to crisis management. Changing operational habits may result in increased efficiency or productivity. Changing organizational relationship habits may improve interactions between departments or people (for example, a manager and employee moving a defensive relationship to more of a coaching relationship). Habits may play an especially important role in crises. Good habits can help organizations successfully maneuver through crises. Or, poor habits may fuel a crisis and force it down a path of further destruction (for example, no single department identifies itself as the leader for a specific type of crisis resulting in a lack of coordination of key activities to resolve the crisis).

Now that you understand the habit cycle, use your knowledge to break down individual and organizational habits to evaluate the need for potential changes, especially when it comes to crisis management. Warring departments that operate based on habits of refusing to collaborate, throwing issues “over the fence,” or just plain out ignoring each other may just fuel a crisis to a level not desired.

Source: [The Power of Habit](#), Charles Duhigg



LinkedIn Reminder

If you have not already done so, we invite you to join the *Commonwealth of Virginia HR Connection Group* on [LinkedIn](#)!

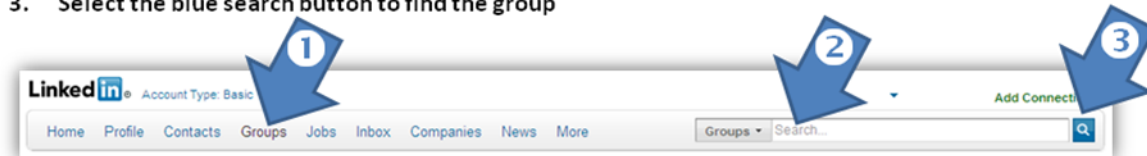
The purpose of the group is to allow HR staff to share information, ask questions, obtain input, and network across agencies and organizations. If you'd like to become a part of this and be able to ask questions, participate in discussions and share information, you will need to setup a profile on [LinkedIn](#) <https://help.linkedin.com/app/answers/detail/a_id/2964> and then request to join the group.

How do I join the Commonwealth of Virginia HR Connection LinkedIn group?

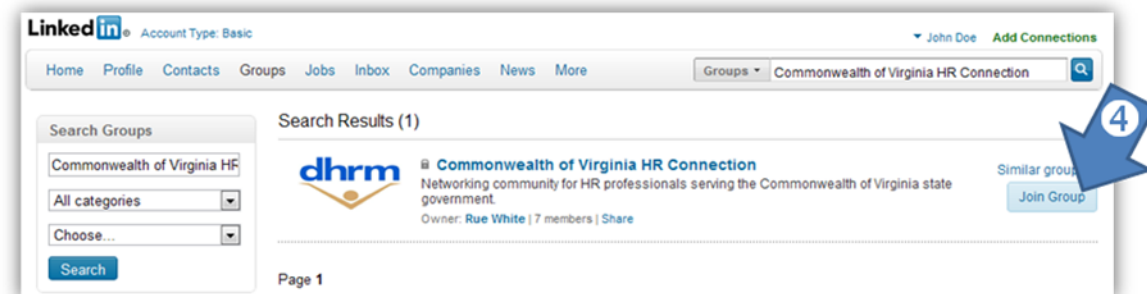
To join the LinkedIn group:

Go to www.linkedin.com and login if needed

1. Click on the "Groups" selection in the menu bar at the top of the page
2. Type *Commonwealth of Virginia HR Connection* into the Groups Search text box
3. Select the blue search button to find the group



4. On the search results page, select the Join Group button and follow the instructions



We hope you will take the opportunity to join today. If you need any assistance in joining the group, please feel free to contact Deanna Goldstein, DHRM – deanna.goldstein@dhrm.virginia.gov or Jeff Presseau, DHRM – jeff.presseau@dhrm.virginia.gov.

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Our goal is to provide practical information that supports human resource objectives across the Commonwealth and to encourage innovative strategies in the management and delivery of agency services.

To tell us what you would like to see featured in upcoming issues, contact us using the information on the left-hand side of this page.



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